

Central Intelligence Agency
Washington, D.C. 20505

12 June 1984

Executive Director

NOTE FOR: Director of Personnel

BJL:

The DCI's memorandum to us of 7 June regarding the erosion of benefits ties in directly with the strategy that will be the ultimate result of the attached exercise. You are the logical choice to honcho development of that strategy. Agree?



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Central Intelligence Agency
Washington, D.C. 20505

12 June 1984

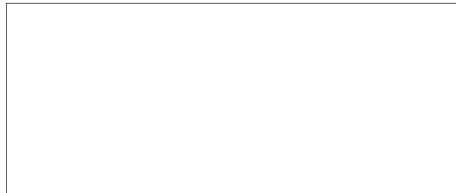
Executive Director

NOTE FOR: ADDA

Jim:

The DCI's memorandum entitled "Personnel Issues Related to Erosion of Benefits for the Federal Service," dated 7 June, charges me, Clair George, and Bob Magee with developing for the new Congress the strongest possible case to protect CIA's equities.

The strategy which will result from the attached exercise ties in directly with satisfying the DCI's charge.



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20 June 1984

12 JUN 1984

MEMORANDUM FOR: Members, Steering Group on Personnel

FROM:

[Redacted]
Executive Director

25X1

SUBJECT: Meeting to Discuss Projections of Manpower
Needs, Retention, and Availability [Redacted]

25X1

REFERENCE: My memorandum to you dated 14 May 1984,
Same Subject

1. Attached are reports from three of you regarding the current mix of skills in your directorates, your projections of skills needed in the outyears, and your experience with and projections concerning attrition. The DO's report is still in preparation and should be available by 15 June. I will forward it to you as soon as possible. Also attached is a thoughtful memorandum from Jim McDonald regarding the demographic study discussed in paragraph 3 of the referenced memorandum. [Redacted]

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2. Agenda for Next Meeting: I have scheduled a Steering Group meeting for 20 June, 1430-1530 hours, in Room 6E13, to discuss the attachments and the next steps to be taken with respect to an Agency manpower projection study and demographic study. At issue will be:

a. assignment of responsibility for collating your reports and drawing conclusions from them regarding projections of the mix of skills needed by the Agency in the outyears;

b. assignment of responsibility for completion of a demographic study as proposed in Jim McDonald's memorandum;

c. assignment of responsibility for the development of a strategy based on "a" and "b" above designed to improve our ability in the future to recruit, train, motivate, and retain the employees we will need to do our job effectively; and

d. decisions regarding early but realistic due dates for the inter-related actions outlined in "a-c" above. [Redacted]

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Downgrade to CONFIDENTIAL when
separated from attachments.

~~SECRET~~

Distribution:

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- 1 - PS (Steering Group on Personnel) w/atts

(11 June 1984)

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SECRET

08 JUN 1984

DD/A 84-1479/1

MEMORANDUM FOR: Executive Director

FROM: James H. McDonald
Associate Deputy Director for Administration

SUBJECT: Projections of Manpower Needs, Retention
and Availability

REFERENCE: Memo frm Ex Dir to Members, Steering Group
on Personnel, dtd 14 May 84, Same Subject

Attached are the responses of the DDA Offices providing the following requested information:

- mix of skills now available and shortfalls in hard to get categories
- mix of skills that will be needed in the late 1980's and early 1990's
- experience with attrition

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Attachments

ALL SECRET

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S E C R E T

OC-0511-84

4 JUN 1984

MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM: William F. Donnelly [redacted]
Director of Communications

SUBJECT: Projected Needs of Agency Manpower Goals -
1990's and Beyond [redacted]

REFERENCE: DDA/CMS Memo dated 18 May 1984,
Same Subject

I. Current Mix of Skills:

OC now has twelve (12) broad skill groups. These range from clerical/generalist through the various technical specialties. While OC will share in the difficulties encountered by the Agency in recruiting and retaining qualified secretaries, administrative officers, telephone operators, etc., this report will focus on

II. Shortfalls/Hard to Get Categories:

FACT - There now exists an extraordinary demand for information handling/telecommunications experts in the private sector.

[redacted]

S E C R E T

[redacted]

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ODP-84-856

8 JUN 1984

MEMORANDUM FOR: [REDACTED]

Chief, Career Management Staff, DA

FROM: [REDACTED]

Director of Data Processing

SUBJECT:

Projected Needs of Agency Work Force Goals -
1990's and Beyond [REDACTED]

REFERENCE:

Multiple Addressee Memo from C/CMS/DA,
dtd 18 May 84, Subj: Projected Needs of Agency
Manpower Goals - 1990's and Beyond (ODP 84-746)

1. This memorandum is our response to your memo,
referenced above, in which you requested certain information
concerning Agency manpower goals. [REDACTED]

2. As an opening comment, you may wish to refer to this
in terms of "Work Force" rather than "Manpower" goals. This
will avoid possible misinterpretations and unintended
connotations with respect to Agency female employees. [REDACTED]


3. ODP's mix of skills can best be summarized for your
purposes as "computer professionals" vice "programmers." A
simplified categorization of our skills mix is shown below:

Computer Professionals (by major category)


-
- Project Managers
 - System Analysts
 - System Software Specialists
 - Hardware Specialists
 - Programmers
 - Operations Specialists

Basically, good people in all of these categories are hard to
obtain. Skilled Project Managers are particularly hard to find.

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Subject: Projected Needs of Agency Work Force Goals - 1990's
and Beyond. 

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4. We've lost good people for a variety of reasons, income differentials being the primary explanation. The basic reality here is that a continuation of restricted salary, retirement, and other benefits will eventually do us in. It won't happen all of a sudden, but it will become obvious "all of a sudden" on some unspecified day within this decade. We currently have a lot to offer the high-technology professional, the Agency mystique in particular. However, at some X percent of income differential, even the most dedicated will at least seriously consider the option of moving on. Some will leave the Agency for good, but many of the best will simply trade in a blue badge for a green badge. We simply cannot afford to lose a significant number of our really good people in such a way. 

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5 June 1984

MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM:


Assistant Director for Career Management/OF

SUBJECT: Projected Needs of Agency Manpower Goals--1990s and Beyond

The following information which pertains to both the current and projected needs of the Office of Finance is submitted for your consideration.

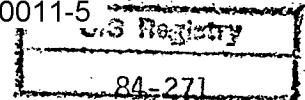
Current and Projected Requirements

An accounting background will, of course, continue to be required by Office of Finance careerists. Technological advances which are sure to take place over the next few years dictate that future MF careerists be better trained in systems technology and that they also possess the requisite telecommunications skills which will be required to do their job. As a short-term solution to our most pressing systems requirements, the Office of Finance has managed to acquire the mix of skills necessary to deal with priority projects by obtaining ODP careerists on rotational tours. The careerists obtained on this basis interact with OF careerists on a regular basis to fulfill OF systems requirements. As evidenced by our ongoing recruitment effort, colleges today are concentrating heavily on merging accounting and data processing skills. Individuals that take the initiative on combining these very marketable commodities should be targeted for employment in the timeframe for which we are projecting our personnel requirements.

Attrition Experience

In recent years the Office of Finance has experienced difficulty in holding on to careerists trained in the systems area. Our lack of being competitive with private industry re pay and benefits seems to be the main reason for the personnel losses we have experienced.

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: 5 JUN 1984

MEMORANDUM FOR: Chief, Career Management Staff, DA

FROM:

Director of Information Services

SUBJECT: Projected Needs of Agency Manpower Goals--
1990s and BeyondREFERENCE: Your multiple addressee memorandum dated 18 May 1984,
same subject

1. The mission of the Office of Information Services is to plan and manage the Agency's records program, respond to public requests for information under the Freedom of Information and Privacy Acts, implement Executive Order 12356 concerning national security classification and declassification, and manage the Agency's regulatory system. Therefore, the mix of skills of our personnel, including MI careerists assigned to components throughout the Agency, is concentrated heavily in the information management area.

a. Two staffs provide direct support to the Director of Information Services for management and planning and for the development, assignment, and training of MI careerists. The occupational categories include:

PLANNING OFFICER
INFO CONTROL OFFICER, EX
PERSONNEL OFFICER

BUDGET AND FINANCE OFFICER
TRAINING OFFICER
ADMIN ASSISTANT
INFO CONTROL ASSISTANT
SECRETARY

b. The Information and Privacy Division (IPD) controls the processing of all requests for information submitted to the Agency

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under the FOIA, PA, and mandatory classification review provisions of E.O. 12356. The occupational categories include:

INFO CONTROL OFFICER
INFO CONTROL ASST.

INFO CONTROL CLERK
CLERK TYPIST
SECRETARY

In order to carry out its responsibilities effectively, IPD must have information control officers with broad and indepth Agency experience preferably in a substantive area. Moreover, they must be able to exercise consistently sound judgment in handling FOIA, PA, and mandatory review requests from the public. The consequences of less than truly professional performance could be public disfavor and Congressional censure. Highly motivated, experienced officers are not easily attracted to this difficult and sometimes frustrating work required of the Agency by law and Executive order.

c. The Information Management Resources Division (IRMD) directs the Agency's records management program which provides controls over the creation, maintenance, use, and disposition of all Agency records whether in paper or other form. This includes machine-readable records that require some computer and systems familiarity. IRMD also develops standards, procedures, and techniques to improve information handling and control. The occupational categories include:

INFO MANAGEMENT ANALYST
COMP SYS ANAL-PROG
ARCHIVES TECHNICIAN

COMPUTER ASSISTANT
INFO CONTROL ASST.
INFO CONTROL CLERK
SECRETARY
CLERK TYPIST

The success of the Information Resources Management Division depends on the experience, abilities, and performance of its information management analysts. These individuals are expected to work with and provide expert guidance to the operating components throughout the Agency on the entire range of records and information management matters. Although IRMD presently is adequately staffed, there is an insufficient number of fully trained professionals to staff both IRMD and the senior component records management positions, much less to afford career enhancing assignments to other functions within OIS.

d. The Classification Review Division (CRD) is responsible for classification review of permanent record materials over which the Agency has classification jurisdiction. It also reviews manuscripts

submitted to the Agency for classification approval and develops guidelines for the systematic review of CIA material 30 years old or older. The occupational categories include:

IO-CLASSIFICATION
DATA TRANSCRIBER

SECRETARY

Like IPD, the Classification Review Division needs officers with a wide range of Agency experience who are mature, can devote concentrated effort to reviewing classified documents, and can make professional judgments regarding their continued classification, downgrading, or declassification. OIS usually looks to officers who are nearing the end of their careers, but are still highly motivated, to fill the IO-Classification positions in CRD. Individuals with such qualifications are never in over supply.

e. The Regulations Control Division (RCD) manages the Agency's regulatory system. It directs the processing, coordination, and publication of Agency regulatory issuances. It also is responsible for maintaining editorial standards, ensuring that time limits for completing the regulatory process are adhered to, and preparing coordinated regulatory proposals for approval by appropriate Agency authority. The occupational categories include:

INFO MANAGEMENT ANALYST
SECRETARY
CLERK TYPIST

The Regulations Control Division needs experienced officers in its Info Management Analyst positions who have good oral as well as writing and editing skills. They also must have a good understanding of the organizational structure of the Agency and be able to work effectively with initiators and coordinators of regulatory issuances. The continued availability of individuals with the requisite writing and editorial skills is critical to maintaining the high standards RCD has maintained in the past.

f. MI careerists in positions throughout the Agency serve as component records management officers and registry personnel. They are responsible for managing the information their components receive and disseminate. The occupational categories include:

INFO CONTROL OFFICER, FOIA
RECORDS ADMIN OFFICER
INFO CONTROL SPEC
INTEL ANALYST-GEN
RECORDS SUPERVISOR
COMPUTER OPERATOR

RECORDS ASSISTANT
INFO CONTROL OFFICER
RECORDS ANALYST
PUBLICATIONS OFFICER
MICROGRAPHICS SPEC
INFO CONTROL CLERK

INFO CONTROL ASST.
LIBRARY ASST.
MICROPHOTOGRAPHER

ADMIN ASST.
RECORDS CLERK

We need to staff the important records management positions in the components with experienced and dedicated personnel. It is essential for long-term development that they be trained and broadened through rotational assignments within and outside OIS. Individuals with the necessary potential, academic background, or experience are hard to find and retain. This reduces the depth and flexibility of career service decisions regarding assignments and training.

2. By the late 1980s and early 1990s almost all of our MI Career Sub-Group personnel should be capable of using the computer and word processing equipment in their daily work. Case officers in IPD and CRD, for example, will be recording their decisions and judgments directly into automated systems. Moreover, all their memorandums, letters, and other correspondence will be composed on word processing equipment. Likewise, editors in RCD will do their editorial processing directly on the machine and will use the automated system to track a regulatory proposal's progress through coordination and publication. Information management analysts in IRMD must be bright, skilled in conceptual thinking, and lead the way in developing new records and information handling systems using electronic media. Indeed, they must be the experts in establishing requirements for automated information control systems. Personnel serving as component records management officers or working in registries (to be called Information Services Centers) will be the users of these electronic records accounting systems. Their ability to use these systems effectively will determine the degree of success in performing their major duties. Personnel with the skills needed for all of the OIS information management functions will not be easy to find or retain. We likely will be relying more and more on retirees for IPD and CRD, especially on those who have or can quickly acquire computer or word processing skills. Personnel with editorial abilities will be in short supply and we must increase our efforts to train promising young careerists in writing and editing. For the records and information management function we will need to recruit individuals with state-of-the-art, computer-based library science and archival training in order to maintain our current high standards of performance. We also must be seriously concerned with maintaining the skill levels and general abilities of employees performing information control assistant, clerk, or technician duties. They not only must be able to operate in a highly technical, complex environment but also understand what they are doing, why they are doing it, and their own relationship to the mission of the Agency. Minimum SET scores must be high enough to ensure good entry-level qualifications, and indepth interviews should be conducted before employment to better determine general interest and motivation.

3. Attrition within the MI Career Sub-Group has occurred mainly among the lower graded employees serving in component registries. Loss comes about mainly because of lack of headroom at the GS-07, -08, and -09 levels. For those who have acquired special on-the-job skills, such as computer or word processing skills, opportunities in other components or outside the Agency are hard to resist. Moreover, the demands of working in Rosslyn or other areas outside the Headquarters Building, plus unusual hours in certain registry and records management jobs, make retention of valuable employees more difficult. Loss of key employees disrupts continuity and requires the career service to train and retrain beginning at the lowest entry levels. It is a constant struggle that is bound to have a detrimental affect on our overall level of performance. Moreover, as a relatively small career service our lack of headroom at the higher grades also will be a factor in the future. While we have adequate headroom to promote middle graded employees to the GS-13 level, there are limited opportunities for advancement to the position of branch chief or Division Chief at grades GS-14 and -15. We may well be seeing attrition among our brightest professional employees if this problem cannot be resolved within a few years.

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MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM: Daniel C. King
Director of Logistics

SUBJECT: Projected Needs of Agency Manpower Goals -
1990's and Beyond

REFERENCE: Your Memo dated 18 May 1984, Same Subject

1. The Office of Logistics' work force consists of over 45 different occupational categories in the General Schedule professional/technical disciplines and over 30 in the Wage Grade series spanning such diverse fields as real estate, construction, procurement, contracting, transportation, supply, warehousing, printing and photography, and operations and maintenance. Shortages currently exist in the electrical (power distribution) and mechanical engineering disciplines, and in the Contracting Officer area.

2. Skills in the above professions will still be required in the late 1980's and beyond. However, with advances in the state of the art technology in computer, laser, and communications systems, and new automated electronic office space, other types of skills may also be required; i.e., Facilities Engineers, Architects, Real Estate Officers, Data Base Managers, Video Program/Project Directors, Film Editors and Video Narrators. There will also be more of a need for Quality Control/Assurance Specialists.

a. Individuals in the Engineering professions will have to be skilled in the use of the computer as a primary tool for such activities as computer assisted design, construction management, facilities operation, planning and utilization of management information systems. Electrical Engineers specializing in power distribution will need a more extensive electronics background in order to cope with the electronic interface components of sophisticated electrical systems and electrical distribution equipment. In a more technically sophisticated operational environment, technologists, whose role is somewhere between that of a technician and that of a professionally-degreed engineer, will provide an intermediate level of highly technical design and hands-on applications skills. Such skills will require four-year Bachelor of Technology Degrees in Electrical, Mechanical, Civil, and Architectural Engineering.

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OL-3142-84

SUBJECT: Projected Needs of Agency Manpower Goals - 1990's
and beyond

b. Within the other categories, no drastic changes in the mix of skills is anticipated. Undoubtedly, computer literacy will be a necessity, but it is felt this will come naturally as younger people move into the work force with academically-acquired ADP skills.

3. The area that has been most affected by attrition has been in the Engineering field. Electrical Engineering students appear to be avoiding the perceived mundane, lesser paying and less glamorous power distribution career track for the substantially higher paying and outstandingly high tech, high-glamour electronics engineering industry which is riding the cutting edge of state of the art technology. Mechanical Engineers also tend to be moving in the direction of high tech glamour industries with emphasis on research and development, systems design, and production engineering with lesser interests in facilities engineering applications.

a. A number of Electrical and Mechanical Engineers have left due to some disenchantment with the area of facilities engineering, the desire to enter the engineering analysis field, the need to become involved in Research and Development Engineering, and the desire to earn more salary than the Agency is presently able to pay. Some have left the facilities engineering environment to seek technical engineering application in [redacted] Area Division functions, and several have entered the planning and programming functions of large DDS&T Programs.

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b. The effect upon the engineer losing Directorate is a significant shortfall because the rate of new engineering hires in this Office, for example, has not been able to stay ahead of the attrition rate [redacted]

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8 June 1984

MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM:

[REDACTED]

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Executive Officer, OMS

SUBJECT: Projected Needs of Agency Manpower Goals -
1990's and Beyond

REFERENCES: DDA/CMS Memos dtd 20 Apr 84 and 18 May 84,
Same Subject

The following represents the Office of Medical Services response to the information requested in your memorandum of 18 May 1984:

1. The Office of Medical Services has the following skills available: physician, psychiatrist, psychologist, medical services officer, nurse, exercise psychologist, computer programmer, systems administrative assistant, and clerical personnel. An anticipated shortfall will exist for physicians, psychologists, medical services officers and nurses through FY 1990. These shortfalls will be due to anticipated retirements of OMS personnel.

2. There will be an increase of automation with the resulting need for more word processing skills throughout OMS. These automation skills will be needed by all our personnel, i.e. physicians, nurses, clerks, etc., in order to handle access to records and processing requirements. The paperless office, that is being talked about now, will be an actuality.

There will be a continuing need to have qualified physicians, psychologists, medical services officers and nurses during the 1980-1990 years. A new skill will be required [REDACTED]

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[REDACTED] to provide a medical diagnostic program for OMS.

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3. OMS' attrition has been mainly in two areas: (1) clerical attrition due to personnel moving to higher graded positions within the Agency and (2) attrition of physicians, MSO's and nurses due to retirement. On a few rare occasions, persons have been terminated for the best interest of the Agency.

The effects of attrition on individual offices is minimized in OMS because of an active cross training program and a dedicated group of employees.

If our skill shortages are met over the projected time frame there will be little or no effect from attrition.



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5 June 1984

MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM:

Chief, Personnel & Career Management Staff, OP

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SUBJECT: Projected Needs of Agency Manpower Goals -
1980's and Beyond

REFERENCE: Multiple Addressee Memorandum, dated
18 May 1984, Same Subject

1. In response to reference memorandum the following information is provided regarding future manpower goals for the Office of Personnel and MP Career Sub-group:

a) The vast majority of professional employees in the MP Sub-group are personnel generalists. There presently are a few specialists whose backgrounds are in computer systems application, employee benefits, recruitment and position classification.

Personnel generalists are officers who have come to the Agency with personnel or administrative experience (most with college degrees) and some others who were recruited directly from college. The group also includes those who have advanced to professional levels from the ranks of the Agency's clerical and technical work force.

In the past few years the Sub-group has attempted to hire from external sources individuals with backgrounds in operations research, mathematics, computer science, etc. to staff a growing number of positions associated with quantitative analysis and the application of computer systems to personnel problem solving. To a lesser extent there has been some external hiring of experienced compensation and position management specialists. In the most recent past those hired as other than personnel generalists were brought in with the idea that they could either remain as a "specialist" or later pursue generalist responsibilities.

There have been few shortfalls in recruiting and hiring against the mix of skills that have been targeted in the past. Through limited external hiring and training of on duty employees the MP Sub-group has managed to meet past staffing needs.

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b) It has become evident, however, that for the future the MP Sub-group will have to look to additional sources to meet challenges presented by a need for greater professionalism as well as changes in the emphasis in accomplishment of personnel goals.

Our major need for future years is for highly qualified candidates for Office of Personnel sponsorship for the Career Training Program. We will need a minimum of five candidates each year for the foreseeable future. Candidates will have acquired high GPAs in their college work in any one of a variety of majors with emphasis on business administration, personnel administration, public administration and psychology. Ideally, the candidate will have earned a masters degree and will have two or more years of related work experience.

Another critical need will be for individuals with backgrounds in computer science, mathematics, operations research and quantitative analytical skills. These individuals will be needed for continued anticipated growth in the areas of human resource planning, information analysis and systems applications. In addition, these skills will take on added significance as generalist personnel officers will be called upon to directly access personnel data bases in the component work environment.

Although not precisely defined at this time the MP Sub-group will likely need to recruit on a limited basis experienced individuals who have backgrounds in employee benefit systems. In order for the Agency to be competitive with other employers there will be a need to ensure that benefits we offer employees combine the best of what is statutorily allowable with innovative approaches toward enhancing and administering the programs.

c) Recently overall attrition for the MP Sub-group has been between [] Non-professional attrition has been just under [] while professional attrition is slightly in excess of [] (Non-professional attrition is mentioned only because during the period the majority of professional vacancies have been filled via advancement from the clerical and technical ranks.) Projected attrition for FY 1984 is [] overall with professional levels estimated at [] and non-professional estimated at []

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Professional attrition in the MP Sub-group has been and remains lower than Agency attrition and has been almost solely the result of retirement. The MP service in the long run would suffer no adverse impact from a continuation of past and current attrition rates.

2. The MP Sub-group is confident that it can meet its future staffing requirements through the attraction of qualified applicants as described in paragraph 1b. above.



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6 JUN 1984

MEMORANDUM FOR: Chief, Career Management Staff, DDA

FROM:

[REDACTED]

25X1

Director of Security

SUBJECT:

Projected Needs of Agency Manpower Goals -
1990's and Beyond [REDACTED]

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REFERENCE:

CMS Memo dtd 18 May 1984, same subj.

1. The Office of Security has reviewed reference and submits the following comments concerning the questions contained in reference. [REDACTED]

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2. In order to accomplish its function, the Office of Security utilizes a number of skills. These include: Security

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5. We currently have [] on duty. There are now [] in process, though given past experience the majority of these will be lost to the private sector or other Agency components. Office of Security's Information Systems Security Group has [] Information Systems Security Officer slots with an on-duty strength of []. While the majority of those positions are filled by security generalists, there is a growing need for computer specialists to contend with the growth of information handling systems. There are currently [] on board and 1 in process. Although we are currently up to strength for []

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6. If the authorized personnel ceiling continues to increase during the next few years and into the early 1990's a commensurate increase in applicant processing actions and in employee security activity will be necessary. Accelerated use of information handling systems, both domestically and overseas, will require significantly increased security involvement to ensure the security integrity of these systems. Additional resources, both personnel and funds, will be required to keep pace with the rapid advancements in this technology. Recruitment of qualified personnel from outside the Agency as well as development of expertise from within will be essential. []

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7. Emphasis on efficiency and cost reduction will dictate that the generalist security officer continue to be the cornerstone of the security program. The typical security officer will be expected to handle personnel security processing, security education, physical security, operational security, and overseas security assignments. Consequently, the Security generalist will continue to constitute the majority of professional strength. However, given the proliferation of technology in the work place, management must create truly innovative measures to contend with recruitment, retention and integration into the Office structure of engineers, computer scientists and specialists such as polygraph examiners. []

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8. The attrition rate for OS professional employees has remained relatively constant over the last two years. []

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[REDACTED]

The reasons for the attrition include retirements, resignations and reassignments outside the Career Service. Those resigning do so for a number of reasons including moves to more financially lucrative positions in the private sector, unwillingness to relocate, or personal reasons. This loss of manpower will continue to affect the efficiency and capabilities of the Office. Inability to retain qualified EE's, computer scientists, and polygraph officers will seriously affect the Office's ability to perform its function as the Agency becomes more and more reliant upon computers and advanced technology. However, of equal concern is the loss of Security generalists who are the mainstay of the Office of Security. As the Agency grows, so will the need for investigators and security support personnel. [REDACTED]

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OTE 84-1103

4 June 1984

MEMORANDUM FOR: Chief, Career Management Staff, DA

FROM:

[REDACTED]
Deputy Director of Training and Education

25X1

SUBJECT: Office of Training and Education's Manpower
Skills and Goals

REFERENCE: Memo for D/OTE from C/CMS/DA, dtd 18 May 1984,
Subj: Projected Needs of Agency Manpower Goals -
1990s and Beyond

1. The mix of skills now assigned to the Office is listed
in paragraph 2. Please note that about one-third of the
instructors in OTE are on rotational assignment. The skill
categories are [REDACTED]

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2. OTE now has:

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SUBJECT: Office of Training and Education's Manpower Skills
and Goals

skills in information science. Appropriately qualified language instructors will be increasingly hard to find. We believe the mix as listed in paragraph 2 will remain valid for the foreseeable future. Computer-based training and its related technology will have significant impact on the training work place from 1986 onward.

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5. Attrition has not been a significant problem in OTE. Departures have been for traditional reasons such as increased pay, retirement, or resignation for personal reasons.

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L-03126-84

24 May 1984

MEMORANDUM FOR:

25X1

Executive Director

FROM : Richard J. Kerr
Associate Deputy Director for Intelligence

SUBJECT : Projection of Manpower Needs, Retention, and
Availability

REFERENCE : Your Memorandum to Steering Group on Personnel,
dated 14 May 1984

The Mix of Skills in the DIThe Personnel On Duty

In broad categories the mix of skills of the personnel now
in the DI break out as follows:

Analysts
Analysts Support
Managers
Administrative
Other

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The specific expertise of these individuals is indicated in
the computer printouts attached at Annex.

Hard-to-Get-Categories

The Directorate has been pressing a recruitment drive in
recent months aimed at finding well-qualified applicants in
virtually every major field. A study by the DI Planning and
Management Staff last December identified the following as
expecially hard-to-get categories:

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✓ The DI does not anticipate any major change in the mix of
skills required in the late 1980s and early 1990s, but the
buildup of ADP support we have been carrying out in recent years
will continue. We will need additional ADP-skilled personnel to
work on the greatly increasing flow of data

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The DI move up the technology ladder in terms of information processing will have an impact on our recruiting as we will have to compete for an increasingly scarce resource of young experts also in great demand in the private sector. We know that the size of the age group from which we hire most of our people [] 25X1 [] is expected to shrink by about 20 percent in the next 15 25X1 years -- from 43 million to less than 35 million.

DI Attrition

The DI has experienced a substantial increase in the rate of attrition over the past year or so.

The Statistics

- ° From FY 1979 through FY 1982 DI net attrition averaged [] percent per year.* 25X1
 - ° In FY 1983 DI attrition increased to [] percent. 25X1
 - ° In the first half of FY 1984 attrition rose further to an annualized rate of [] 25X1
 - ° In the DI professional category the rate has increased steadily: 25X1
- | | | |
|----------------------------------|---|--|
| FY 81
FY 82
FY 83
FY 84 | <div style="border: 1px solid black; width: 80px; height: 80px; margin: 0 auto;"></div> | (rate for first half of
fiscal year annualized) |
|----------------------------------|---|--|

The DI professional rate had not previously been over [] percent since 1980. At that time special "early out" provisions may have resulted in a considerable number of retirements. The following table provides additional detail: 25X1

*In deriving the DI rate the Office of Personnel includes calculations which take account of both separations from the Agency (retirements, resignations, etc.) and transfers between the DI and other Agency components. EOD inputs are not factored in.

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Until now the effect of attrition on the efficiency and productivity of the Directorate has not been great. There has probably been some improvement insofar as certain individuals who felt highly uncomfortable with the reorganization have left. If attrition should continue at the current rate for an extended period, however, we believe it would have a deleterious impact on the Directorate. The departure of experienced officers, in particular, could be harmful in an organization which already has many new and inexperienced hands, and which will be getting many more newcomers over the next several years as we build toward the target positions by 1987.

25X1

25X1

Richard J. Kerr

Attachments:
As stated

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C

DDS&T-408-84

1 JUN 1984

MEMORANDUM FOR: Executive Director

FROM: James V. Hirsch
Associate Deputy Director for Science and
Technology

SUBJECT: Projections of Manpower Needs, Retention
and Availability

REFERENCE: Your memo, Same Subject, dtd 14 May 1984

1. In many respects, the work of DS&T offices is geared to the future--e.g., plans now on the drawing board will come into being in the 1990s. Therefore, our offices are sensitized to the need for particular occupational skills in the future, some of which are currently in their work forces, but others which will be new requirements.

2. The mix of skills now available to these offices is extensive, [redacted]

25X1
25X1

3. In the 1990s, many of the same skills as are now present in this Directorate will still be required. Probably the largest growth will be in the computer science discipline. However, new skills, such as [redacted]

25X1
25X1

[redacted] will be needed. We will also be looking for individuals with expertise in [redacted]

25X1
25X1

[redacted] 25X1

S E C R E T

SUBJECT: Projections of Manpower Needs, Retention
and Availability

25X1

4. All the DS&T offices fear that CIA, in particular, and the Government, in general, will be in a poor competitive position to attract the hard-to-get skills of the future. Looking at current attrition, the main reasons people leave other than for retirement are for higher salaries and better benefits. Other factors are also mentioned, such as disillusionment with the bureaucracy, TDY "burnout" in some offices such as OSO, and lack of interest in living and working overseas. Any office benefits from an infusion of new blood, but a loss of expertise also affects the momentum of developing projects.

5. In order to meet the challenges of the 1990s, this Directorate will concentrate on developing training programs to retrain current employees in the technologies of the future and to provide for the career development of all of its employees. To this end we want to emphasize non-managerial career paths such as the Senior Scientist and Engineer Program and a new Senior Analyst Program. As an Agency, we need to take a look at our managerial structure and come up with a design which encourages creativity and risk taking and rewards individuals for work performed. The benefits offered, as compared to those of private industry, should also be enhanced, if we are to have any luck in hiring the hard-to-get categories of the future.

6. Attached are the individual offerings from each of the DS&T offices which address the above issues in greater detail. We applaud the effort being made to plan ahead. The life and vitality of this Agency in the future depend on it.

25X1

Attachment:
As Stated

ja

MEMORANDUM FOR THE RECORD

24 May 1984

FROM: Deputy Chief, Daily Reporting Division

SUBJECT: Projection of DRD Manpower Needs

REFERENCE: 14 May Memo, Executive Director, CIA

FBIS editorial ranks have suffered high attrition rates for a number of years, primarily because of overseas assignments and the inherent difficulties imposed by constant relocation every two years. Political instabilities and terrorism, combined with lack of meaningful financial incentives, may also have contributed to the growing disinclination to foreign postings. Dual career marriages will become the norm and professional couples will continue to avoid assignments abroad. As modern technology revolutionizes the way FBIS does business, new demands will require a mix of skills combining English-language dexterity with computer literacy; editors will have to be far more knowledgeable about satellite transmissions, technical innovations in the telecommunications fields, and worldwide source coverage capabilities. They will be placed under increasingly severe time pressures as community analysts and policymakers require near real time access to media information. Substantively, there will be greater emphasis on selecting complex information in economic, scientific and technical fields from a greater variety of media sources and data banks. The term "editor" will not adequately describe this "media specialist" of the future. Outstanding editors of the 1990's will possess technical knowledge in a broad range of specialties along with strong wordsmithing skills; they will need to be experts in Competition for these skills will be fierce.

25X1

25X1

MEMORANDUM FOR THE RECORD

24 May 1984

FROM: Chief, Monitoring Operations Division

SUBJECT: Radiotechnical skills mix, shortfalls, projections for late 80's, 90's

REFERENCE: 14 May 84 Memo, Executive Director, CIA

1. The skills mix for Monitoring Operations Division personnel in Hqs and in staff positions overseas presently includes:

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24 May 1984

MEMORANDUM FOR: Personnel Officer, DDS&T

FROM:


Chief, Personnel Section, OD&E

25X1

SUBJECT: Projections of Manpower Needs, Retention and
Availability

REFERENCE: Memo for Members, Steering Group on Personnel;
Fr ExDir; Same Subject; dtd 14 May 84

Paragraph two of reference requests information regarding the mix of skills currently available, the mix of skills that will be needed in the out years (1990's) and our recent experience with attrition. OD&E's input to this requirement is attached. If further information is needed, please call.


25X1

Attachments: As stated


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THE MIX OF SKILLS EACH NOW HAS AVAILABLE, AND AN INDICATION OF
SHORTFALLS IN HARD TO GET CATEGORIES.

The current mix of occupational skills in OD&E is as follows:

25X1

Shortfall Areas:

25X1

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THE EXPERIENCE THAT EACH HAS HAD IN RECENT YEARS WITH ATTRITION, THE REASONS FOR IT, THE EFFECTS OF IT ON THE INDIVIDUAL OFFICE, AND PROJECTIONS REGARDING ITS EXPECTED EFFECT ON EFFICIENCY AND PRODUCTIVITY IN THE FUTURE

25X1

retirement while [] left to join private industry, assumably for 25X1 a higher salary. While we are pleased with this low rate, any loss for reasons other than retirement has a negative impact on ongoing programs and requires us to direct additional resources on hiring and training a replacement. We anticipate that this rate will increase in future years as the gap between government and industry salaries and benefits widens.

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ORD-0656-84

29 MAY 1984

MEMORANDUM FOR: Chief, DDS&T Personnel

From : [redacted]
Executive Officer,
Office of Research and Development

Subject : Projections of Manpower Needs,
Retention, and Availability

Reference : ER 84-2196, dated 14 May 1984,
Same Subject

25X1

1. The Office of Research and Development currently has [redacted] employees on board. Approximately [redacted] comprise our technical officer cadre who hold advanced degrees in the following specialties:

25X1

Physical Science
Electrical Engineering
Mechanical Engineering
Computer Science
Mathematics/Statistics
Social Science
Liberal Arts

Current shortfalls occur in such hard-to-get categories as engineering, computer science [redacted]

25X1
25X1

[redacted], and applied physics.

2. The mix of skills expected to be needed in the late 1980's and early 1990's include those mentioned in paragraph one with likely shortfalls in the first four categories. In addition, new skill requirements might include [redacted]

25X1

While it is difficult to predict which areas of expertise will be most popular, we expect that computer science and engineering will continue to be at the top of the hard-to-get category list. We also expect that clerical skills will be in short supply.

3. Attrition rates in ORD have been high in recent years. ORD is constantly upgrading and updating our mix of skills. Attrition for this reason is desirable. In many cases, ORD is the entry level office, and our employees rotate to other offices in the Directorate when projects have been completed.

Subject: Projection of Manpower Needs, Retention and
Availability

4. Unwanted attrition is usually due to our inability to compete with the private sector in the areas of salary and benefits. We expect that these two factors will have an ever increasing impact upon our capabilities in the future. We foresee a dire need to establish even more special pay incentives for certain hard-to-get categories. Any changes to our current retirement policies will undoubtedly have a major impact on our ability to retain and attract the quality talent required to maintain our current capabilities.



ORDPERS-101

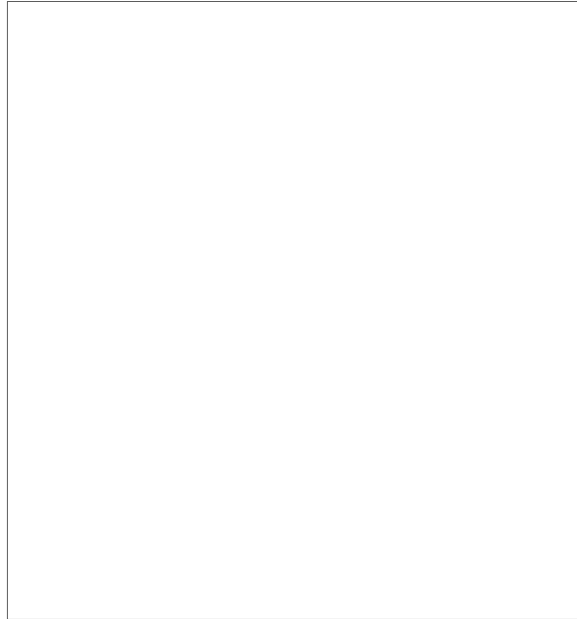
25X1

S E C R E T

PRESENT OCCUPATIONAL MIX
OSO

Listed below are the major occupational categories used by OSO at present. These are the ones listed in our OP Recruitment Guide. The remaining occupations constitute a small segment of our population and would be of minor impact in this study. Obviously, a continued strong need for language skills exists within the category.

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25X1

S E C R E T

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S E C R E T

24 May 1984

MEMORANDUM FOR: Chief, Personnel Branch, OSO

FROM:

[redacted]
Chief, Ground Systems Group, OSO

25X1

SUBJECT: Your Memo, same subject, dtd 18 May 84

1. The skills which we expect to be in short supply in both the immediate future and the out years include:

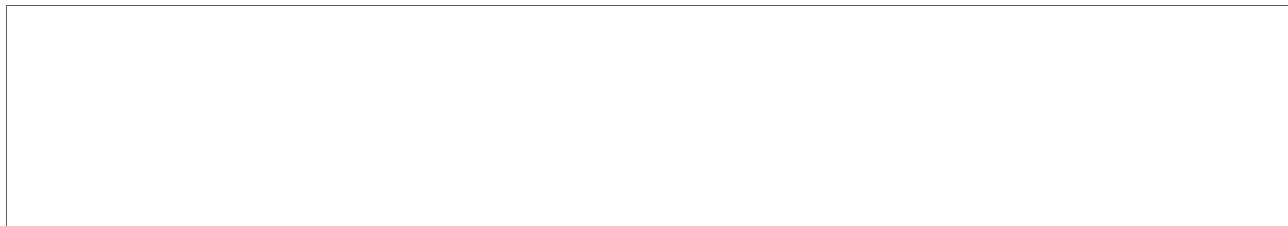
Electronic Engineers
Software Engineers

25X1



2. In addition to being in the short supply category, we expect a subset of the above skill mix to be in even shorter supply; i.e., those individuals with the requisite skills who are willing to perform unaccompanied TDY's [redacted]

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25X1



25X1

4. With respect to attrition, we expect a growth in the current rate of on the order of [redacted] per cent in the engineering and scientific categories based on the growing differential between public and private sector salaries in these fields, as well as the proposed lessening of benefits, an uncertain retirement program, and continuations of the congressionally mandated pay cap. The problem of TDY "burn out" will also continue to plague us. In addition, we have had in the past and continue to have a problem with totally unsuitable working conditions [redacted] While this condition can be expected to improve with the projected new space in the

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S E C R E T

SUBJECT: Manpower Needs

out years, if the past is any indication of the future, we can expect, through a combination of program expansion and the requirement for additional equipment and processing space, to end up not that much better than before.

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S E C R E T

SECRET

23 May 1984

MEMORANDUM FOR: Chief, Personnel Branch/OSO

FROM:

[Redacted]

25X1

Chief, Technical Collection Group/OSO

SUBJECT: Manpower Needs

REFERENCE: Your Memorandum dated 18 May 1984, same subject

We have polled our four Divisions regarding their projected manpower needs, retention and availability of personnel. Their comments are attached. If I can add anything further, please let me know.

[Redacted]

25X1

Atts: a/s

[Redacted]

25X1

SECRET

23 MAY 1984

MEMORANDUM FOR: Program Evaluation Officer, TCG, OSO

FROM:

25X1

Deputy Chief, Systems Procurement Division, TCG, OSO

SUBJECT:

Manpower Needs of SPD

REFERENCE:

Memorandum from C/Personnel Branch, OSO,
dated 4 May 1984

1. Using the OSO Wang run for the staffing complement as of 4 May 1984, SPD has positions with people on board. These on board skills and needs in 1990 are indicated below. The attrition column assumes retirement by 1990 of all eligible to retire: 25X1

<u>SKILL</u>	<u>TOTAL 84 POSITIONS</u>	<u>84 ON BOARD</u>	<u>RETIRE BY 1990</u>	<u>TOTAL 1990 NEEDS</u>
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SECRET

23 May 84

NOTE FOR: Chief, Technical Collection Group, OSO
VIA: Program Evaluation Officer, TCG
FROM: Chief, Processing Support Division, TCG/OSO
SUBJECT: Manpower Needs

Per the request from Chief/Personnel Branch/OSO, our views on the items in paragraph 2 of the EXDIR memorandum are as follows:

a. Hard to Find: Qualified digital engineers and systems programmers. By qualified, we mean that in addition to the appropriate degree (BS or MS in EE or Computer Science) the individual have 3-5 years' experience with systems or hardware development.

b. Attrition: One resignation has occurred, a senior telecommunications engineer who had qualified and been promoted to GS-15 in the DDS&T Senior Scientist and Engineering program. The individual left for an immediate salary increase and the potential for more income via stock options, etc., and a desire to relocate out of the D.C. area.

25X1

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25X1

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21 May 1984

SUBJECT: Manpower Needs

FROM: DC/APD/TCG

25X1

Since our Division is relatively small, the skill and experience level of the engineers will be at the journeyman level.

SECRET

OG-028-84
24 May 1984

MEMORANDUM FOR: Chief, Personnel Branch, SS/OSO

FROM: 25X1
Chief, Operations Group, OSO

SUBJECT: Manpower Needs 25X1

REFERENCE: Memo for OG fm C/PB/SS/OSO, dtd 18 May 1984,
Same Subject

1. The Operations Group principle manpower shortcoming is in hiring and retaining skilled technical personnel (primarily electrical engineers). 25X1

2. The lengthy hiring-in process discourages new hires. The graduating engineer, many with or about to start a family, would starve before our personnel bureaucratic process grinds to a conclusion. Consequently, we lose those new hires. 25X1

3. Engineers that do wait it out and work for us for a few years find that industrial pay and benefits outstrips government pay and benefits. Consequently, we have difficulty retaining engineers with contracting and operational experience--a critical shortage. 25X1

4. Our most attractive features are the work which is on the leading edge of technology, travel, and patriotism. These features alone have not supplied us with a sufficient number of capable engineers. Moreover, as the U.S. economy improves, our competitive position with industry will diminish, heightening retention concerns. Given precedent and current circumstances, it is doubtful that improvement will occur unless:

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SUBJECT: Manpower Needs [REDACTED]

25X1

- a. The lengthy hire-in process is shortened;
- b. The dual technical/managerial track in S&T is used more frequently, and
- c. Erosion of government benefits is stemmed. [REDACTED]

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25X1

OSO/OC [REDACTED]

(23MAY84)

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OG-028-84
Page 2

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NPIC/OSG/OSS-012/84
25 May 1983

MEMORANDUM FOR: Deputy Chief, Personnel Division, SG/NPIC.

FROM

:

[Redacted]

Executive Officer, Operations Support Group, NPIC

25X1

SUBJECT : Projections of Manpower Needs, Retention, and Availability

REFERENCE : Memorandum for Members, Steering Group on Personnel, Subject
as above, dated 14 May 1984

The following information is provided for inclusion in the NPIC response
to the referenced memo.

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[Large redacted area]

25X1

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SUBJECT: Projections of Manpower Needs, Retention, and Availability

25X1

2. We anticipate a need for the same basic skills mix in the out years, with added emphasis on word processing and computer processing capabilities

25X1

3. Following are some comments made by managers concerning attrition:

a. Between 1990 and 1994 there is a possibility of several retirements

25X1
25X1

b. Computer programmers and systems analysts are highly attracted to private industry because of pay structure and benefits. Some feel there is less challenge and rewards within the Agency that would compare to what contractors offer.

c. Young electronic engineers, specialists, and technicians leave to accept better positions (salary and fringe benefits) within industry.

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SUBJECT: Projections of Manpower Needs, Retention, and Availability

d. Personnel gain experience in advanced state-of-the-art [redacted]

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and

25X1

[redacted] then transfer to higher paying positions within the Agency or resign to work in private industry. The effects are both good and bad: good because of personal career enhancement and the Agency benefits from this expertise; and bad because of degradation in the continuity of long-term projects. Expected effect of attrition on efficiency and productivity in the future will be minimal if the current recruitment effort is continued and the Agency processing procedures and timeliness continue to improve.

e. Attrition at times has been a serious factor in the secretarial, clerical, and document control categories where the turnover in personnel can be attributed to more attractive career opportunities involving advancement, job satisfaction, location, and better working conditions. Some of this attrition is absorbed through improvements in automated processing systems.

[redacted] 25X1

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2 - NPIC/OSG/OSS

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NPIC/IEG:061-84

24 MAY 1984

MEMORANDUM FOR: Margaret Scott, SG/PD

FROM :
Chief, Imagery Exploitation Group

25X1

SUBJECT : Projections of Manpower Needs, Retention and Availability

REFERENCE : Memorandum from Executive Director, Dated 14 May 1984,
Same Subject.

The following information is provided as requested in the reference regarding IEG's projection of manpower needs, retention and availability:

1 - Skills now available -

25X1

2 - IEG and PEG do not have any shortfalls in meeting the manpower requirements for the skill categories listed above. This is due primarily to the recruitment and training program developed by IEG. This is especially true for the skill series: emphasis placed on the selection of quality applicants who have well-developed potential to succeed. They are then provided with training programs designed and provided by IEG personnel to help them to become proficient in their skill as quickly as possible. We will continue to use this method through the next ten years to meet our professional manpower requirements. We believe our program will successfully meet our needs during this period of rapidly rising technical commitments.

25X1

3 - IEG has long been a reservoir of manpower for other CIA components. Our attrition rate

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25X1

ADMINISTRATIVE-INTERNAL USE ONLY

SUBJECT: Projections of Manpower Needs, Retention and Availability

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program will encourage personnel to extend the average analyst availability time from 5-7 years to something in the 10-15 year range before they move into management positions or change careers.

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24 May 1984

MEMORANDUM FOR:



25X1

Personnel Division, Support Group, NPIC

FROM :



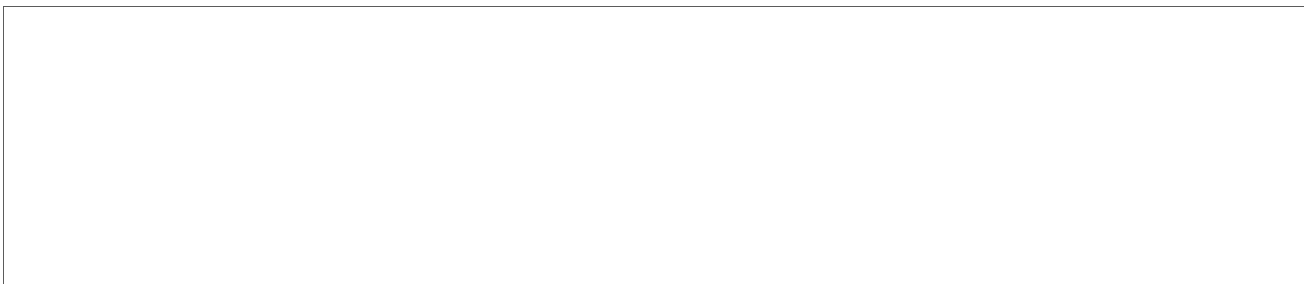
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Deputy Director, Development Programs Group, NPIC

SUBJECT :

Projection of Manpower Needs, Retention and Availability

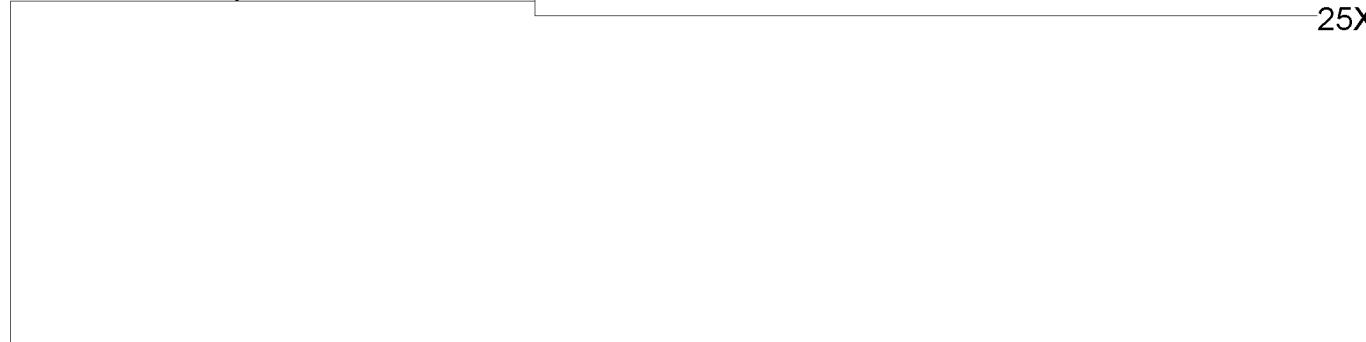
The following information on DPG skills and future projections is provided per your request.

Current Skill Mix

25X1

Future Emphasis and Unique Applications


Advances in technology will bring about changes in requirements for scientific personnel for DPG.



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25X1

Project Attrition/Availability Factors

Attrition in these categories is expected to be about the same we experience today with the highest rate in the Project Management Engineer category (estimated  percent per year). The big problem will be getting qualified people in the first place. Those we lose by attrition generally go

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SECRET

SUBJECT : Projection of Manpower Needs, Retention and Availability

to private industry for higher pay and benefits packages. The industry demands for people in these skill categories is going up dramatically, and thus our ability to compete for entry-level personnel is diminished. If this trend continues, and we expect it will, it will have an adverse impact on our mission unless the salary level we can offer is competitive and the government benefits situation stabilizes and is not perceived to be eroding as a result of constant Administration or Congressional proposals and actions.

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1 - NPIC/DPG/DD

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5 June 1984

MEMORANDUM FOR: Executive Director

FROM: James H. McDonald
Associate Deputy Director for Administration

SUBJECT: Agency Demographic Study

REFERENCE: Memorandum for Members, Steering Group on Personnel from
Executive Director, dtd 14 May 84, Subject: Projections
of Manpower Needs, Retention, and Availability (ER 84-2196)

1. I have met with the Director of Personnel, Deputy Director of Training and Education and representatives of the Center for the Study of Intelligence (CSI) and reviewed the demographic work accomplished by [redacted] in September 1983. The work she did gives us a few clues as to who and what makes up the Agency personnel complement, past and present. However, much more must be done in the way of research and data gathering to provide a more comprehensive data base. 25X1

2. I have attached a copy of [redacted] survey with covering descriptions of how she went about the study, problems encountered, some analysis, and a proposal for continuing the research. Also attached are sample questionnaires proposed by [redacted] and Jim Hirsch, the ADDS&T. As can be quickly seen from a review of the data collected by [redacted] very few answers are readily available to the questions posed by Jim Hirsch and [redacted] herself. Further, no information external to the Agency was collected. 25X1 25X1 25X1

3. The DDA proposes to assign an Agency officer and/or an independent contractor to CSI in the Office of Training and Education with instructions to first:

a. In conjunction with the Director of Personnel, compile and condense into a usable report whatever demographic information pertinent to our needs may be obtained from studies already conducted outside the Agency in government and private industry. This should reveal something about the pool of talent that will be available in the out years.

b. Survey the studies already conducted within the Agency to determine whether they, too, can yield demographic information pertinent to our requirements. This should reveal something about what we now know, and what we need to know regarding the skills the Agency must acquire in the out years.

25X1
25X1

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4. Once we have a handle on facts we can get off the shelf and have identified the wheels that do not need reinventing, we can proceed with further work on an Agency demographic study. The key to getting something of value from this endeavor is to pick the most crucial questions to ask and to go after answers to those questions, rather than attempt to pursue every possible line of inquiry and wind up with reams of data that are of general interest but of little specific utility. A primary product should be a simple document with basic demographic data that will become a standard reference for planning in such areas as recruitment and training. To this end, CSI should be tasked to generate a list of the most crucial questions/data for approval of the Steering Group. It is also my understanding that NESA/DI has two demographers assigned to it. It would be beneficial if one or more of these individuals could be made available to CSI on a consultant basis to assist in organizing the survey form and structure.

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Attachments:

- A. Survey
- B. Sample Questionnaire

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